



MARSHALL STAR

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Administrator unveils steps to NASA transformation

NASA Headquarters release



Photo by Doug Stoffer, NASA/Marshall Center

Shar Hendrick, manager of Marshall's Government and Community Relations Department, asks Administrator Sean O'Keefe a question during last week's NASA Update.

Administrator Sean O'Keefe last week announced a transformation of NASA's organization structure designed to streamline the agency and position it to better implement the Vision for Space Exploration.

In a report released June 16, the President's Commission on Implementation of U.S. Space Exploration Policy found, "NASA needs to transform itself into a leaner, more focused agency by developing an organizational structure that recognizes the need for a more integrated approach to science requirements, management, and implementation of systems development and exploration missions."

O'Keefe responded by saying, "Our

task is to align headquarters to eliminate the 'stove pipes,' promote synergy across the agency, and support the long-term exploration vision in a way that is sustainable and affordable. We need to take these critical steps to streamline the organization and create a structure that affixes clear authority and accountability."

This transformation fundamentally restructures NASA's Strategic Enterprises into Mission Directorates to better align with the Vision. It also restructures headquarters support functions and clarifies organizational roles and responsibilities. The Mission Directorate organizational structure includes:

- Aeronautics Research: Research and develop aeronautical technologies for safe,

See O'Keefe on page 2

Certification program kicks off

by Patricia Detrick Lloyd

Marshall Center program and project managers learned this week what they must do to become certified according to the Agency Program and Project Leadership guidelines.

A meeting to roll-out the revised Program and Project Manager Development and Certification Program was held Wednesday, June 30. The certification helps managers improve their skills and grow in the NASA organization.

Marshall Center Director David King requires that all program and project managers obtain Agency certification by June 30, 2007. After that date, any candidates for program and project management positions must be certified at the level of the project for which he or she is being considered, said Jerry Miller, Marshall Center Certification Coordinator. Outside applicants must be capable of obtaining certification soon after being selected for the management job.

King is the first director among the NASA field centers to

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Farewell, Axel Roth



Photo by Doug Stoffer, NASA/Marshall Center

Axel Roth, center, Marshall Center's associate director and its resident "Big Fish," retires from the Center on Friday after 44 years with NASA. A farewell and retirement reception is planned for Aug. 12. Roth played the role of Big Fish at this year's retiree dinner. He is joined by Tony Lavoie, left, and Renee Reynolds.



Photo by David Higginbotham, NASAMarshall Center

Scales leaves for new post

Charles Scales, former director of the Marshall Center's Equal Opportunity Office, and his wife, Bunnie, laugh at comments Shelia Cloud, business integration executive, made during Scales' farewell reception on June 21. Scales was named director of the Center Operations Directorate at Glenn Research Center. He recently accepted the Corporate Award on Marshall's behalf at the Alabama A&M University Alumni Association's Fourth Annual Leadership Awards Program.

Certification

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require such certification. "Certification is a bold step that I feel is necessary for MSFC to remain competitive in today's marketplace," King said. "With a spirit of oneness and a desire to improve our current capabilities, our goal is for MSFC to be recognized as one of the Agency's more capable centers in the successful execution of programs and projects."

The Marshall Center's Project Management Board's coordinators and sub-teams have worked for the past year to develop the necessary materials, processes and a how-to guide for managers to use during the certification process. The process emphasizes work experience, appropriate training and education.

The Project Management Development Process (PMDP) guide will help employees grow as project managers and plan their careers with NASA. The guide describes the competencies expected for each of the four project management certification levels, describes the training expectations and provides a checklist that describes how to apply for the appropriate level.

Employees interested in applying for certification should contact Steve Newton at 544-9010 or Miller at 544-7555.

The writer, an employee of ASRI, is the Marshall Star editor.

O'Keefe

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reliable and efficient aviation systems.

- Science:** Carry out the scientific exploration of the Earth, Moon, Mars and beyond; chart the best route of discovery; and reap the benefits of Earth and space exploration for society. A combined organization is best able to establish an understanding of the Earth, other planets and their evolution, bring the lessons of our study of Earth to the exploration of the Solar System, and to assure the discoveries made here will enhance our work there.

- Exploration Systems:** Develops capabilities and supporting research and technology that enable sustained and affordable human and robotic exploration; includes the biological and physical research necessary to ensure the health and safety of crew during long duration space flight.

- Space Operations:** Direct space flight operations, space launches and space communications, as well as the operation of integrated systems in low-Earth orbit and beyond.

Two agency-wide priorities will continue with direct responsibility for all related activities across NASA.

- Safety and Mission Assurance Officer:** Reports directly to the Administrator and reflects NASA's commitment to provide a clear and direct line to agency senior leadership for issues regarding safety.

- Chief Education Officer:** Directs the agency's important work to improve scientific and technological literacy and inspire a new generation of explorers.

NASA functional offices will be restructured as Mission Support Offices. Headquarters and field center offices will be

aligned to improve communications and responsibility.

The associate deputy administrator for Systems Integration is responsible for strategic and systems integration across Mission Directorates and mission support functions.

The agency will also redefine its relationships with the NASA Field Centers by developing clear and straightforward lines of responsibility and accountability. Specific mission associate administrators will be assigned as headquarters center executives. They will have oversight of field center performance in implementing agency policies and programs. The associate administrator for institutions and management will address field center infrastructure concerns.

These changes become effective August 1, 2004. They represent the next step in implementing the recommendations of the President's Commission on Implementation of U.S. Space Exploration Policy and reflect NASA's ongoing efforts to apply the findings and recommendations of the Columbia Accident Investigation Board across the agency.

Over the next several weeks, O'Keefe will engage teams in each NASA location to provide front line guidance on implementing their early stages of the transformation plan. The discussions will be the precursor for a renewed commitment to mission success and excellence in an employee-centric organization.

A new NASA organization chart is available at: <http://www.nasa.gov/formedia>

Chip Jones named resident manager at Michoud



Jones

NASA has named Clyde S. “Chip” Jones resident manager at the NASA Michoud Assembly Facility in New Orleans. Jones will be responsible for overseeing Space Shuttle External Tank manufacturing and facility operations at Michoud for the Marshall Center.

Most recently, Jones supported External Tank Return to

Flight activities at Michoud. He previously served as group lead in Metallic Materials and Processes and was responsible for metals development, testing and welding in the Materials, Processes and Manufacturing Department at Marshall.

Jones began his NASA career in 1981 and has held increasingly responsible positions, including team lead for metallic processes for

the Super Lightweight Tank built at Michoud and for development of Friction Stir Welding for the External Tank.

Jones holds an electrical engineering degree from the University of Alabama and has completed graduate studies in control systems. He and his wife, Laura, recently moved to Slidell, La.

NASA finds evidence of Gamma-Ray burst

From the Smithsonian's Astrophysical Center

Combined data from NASA's Chandra X-ray Observatory and infrared observations with the Palomar 200-inch telescope have uncovered evidence that a gamma-ray burst, one of nature's most catastrophic explosions, occurred in our Galaxy a few thousand years ago. The supernova remnant, W49B, may also be the first remnant of a gamma-ray burst discovered in the Milky Way.

W49B is a barrel-shaped nebula located about 35,000 light years from Earth. The new data reveal bright infrared rings, like hoops around a barrel, and intense X-radiation from iron and nickel along the axis of the barrel.

“These results provide intriguing evidence that an extremely massive star exploded in two powerful, oppositely directed jets that were rich in iron,” said Jonathan Keohane of NASA's Jet Propulsion Laboratory. “This makes W49B a prime candidate for being the remnant of a gamma ray burst involving a black hole collapsar.”

“The nearest known gamma-ray burst to Earth is several million light years away – most are billions of light years distant – so the detection of the remnant of one in our galaxy would be a major breakthrough,” said William Reach, one of Keohane's collaborators from the California Institute of Technology.

According to the collapsar theory, gamma-ray bursts are produced when a massive star runs out of nuclear fuel and the star's core collapses to form a black hole surrounded by a disk of extremely hot, rapidly rotating, magnetized gas. Much of this gas is pulled into the black hole, but some is flung away in oppositely directed jets of gas traveling at near the speed of light.

An observer aligned with one these jets would see a gamma-ray burst, a blinding flash in which the concentrated power equals that of ten quadrillion Suns for a



Photo by Doug Stoffer, NASA/Marshall Center

Hernandez Engineering wins safety award

Marshall Center Deputy Director Rex Geveden, center, presents a Level 1 Industrial Safety Performance Award to Randy Reed left, program manager for Hernandez Engineering Inc. and Richard Smith, supervisor of the company's Industrial Safety Team. Marshall's Level 1 awards represent the highest safety performance achievable for an on-site contractor.

minute or so. The view perpendicular to the jets is a less astonishing, although nonetheless spectacular supernova explosion. For W49B, the jet is tilted out of the plane of the sky by about 20 degrees.

Four rings about 25 light years in diameter can be identified in the infrared image. These rings, which are due to warm gas, were presumably flung out by the rapid rotation of the massive star a few hundred thousand years before the star exploded. The rings were pushed outward by a hot wind from the star a few thousand years before it exploded.

Chandra's image and spectral data show that the jets of multimillion-degree-Celsius gas extending along the axis of the barrel are rich in iron and nickel ions, consistent with their being ejected from the center of the star. This distinguishes the explosion from a conventional type II supernova in which most of the Fe and Ni goes into making the neutron star, and the outer part of the star is what is flung out. In contrast, in the collapsar model of gamma ray bursts iron and nickel from the center is ejected along the jet.

The Marshall Center manages the Chandra program.



Dr. Ann Whitaker, left, director of the Science Directorate, presents Angela Shields the Marshall Center's Core Value Award during the Science Directorate's awards day.

Science Directorate has 'boccie' ball at awards day

The Marshall Center's Science Directorate held its annual Awards and Fun Day June 3 at the Rustic Lodge. Team members participated in a spirited game of boccie ball, took a nature walk and received nearly 75 awards. The hot dogs and hamburgers were also a big hit.



Boccie ball was the game of choice for some Science Directorate team members. The Italian game is similar to lawn bowling. Helen Cole tosses the ball while, from left, Dave Lehner, Lisa Monaco and Stefanie Lycans cheer her on.

At right, Heather Day of the Marshall Wellness Center shows team members a few stretching exercises before they take off for the nature trail.



Shirley Novy-Shue, left, and Susie Thomas set a fast pace for the nature walk.

Photos by Emmett Given, NASA/Marshall Center

Announcements



Shuttle Office honors Avans

Sherman Avans of the External Tank Project Office has been named "Employee of the Month" for June at

the Marshall Center's Space Shuttle Propulsion Office. Avans, who spent the past 18 months commuting to Michoud Assembly Facility in New Orleans, was cited for his support of Return to Flight activities. He managed supplier issues and served as chairman of the Tank's Loads Panel.

Center Operations redesigns Web site; products easier to get

Center Operations Directorate has redesigned its Web site to make it easier for customers to obtain products and services from the directorate. A single portal now provides easy access for placing an order, obtaining additional information about a particular service, and viewing products and services provided by the directorate. The newly designed site is: <http://co.msfc.nasa.gov/> or access it from "Inside Marshall." For more information, call Charlotte Schrimsher at 544-3009 or John Nebrig at 544-6934.

Redstone Arsenal hunting and fishing town hall meeting

Redstone Arsenal's Hunting and Fishing Council is holding a town hall meeting at 6 p.m., July 22, at the Campbell Recreation Center. The open forum is for those who hunt and fish on the Arsenal to learn about any regulation changes and to ask questions. E-mail Bill Moreland at bill.moreland@redstone.army.mil for further information.

Team Redstone advance planning briefing set for July 13-14

The 2004 Team Redstone Advance Planning Briefing for Industry (APBI) will be held July 13-14, at the U.S. Army Aviation and Missile Command, Bob Jones Auditorium, on Redstone Arsenal.

This briefing is a continuing effort to keep industry informed of the U.S. Army's long-range technology development objectives and contractual opportunities. This year's conference theme is "Rapid Reaction to Battlefield Requirements Today & Tomorrow."

Register online at <http://apbi.redstone.army.mil>. Mail registrations to: APBI, c/o HDC, LLC, 120 Holmes Ave., Suite 304A, Huntsville, AL. 35801; or fax to 519-6667.

New procedures for Facilities Work Request in effect

In accordance with MPG 8812.1B, the Facilities Engineering Department will only accept a Facilities Work Request (Form 199) when authorized in writing at a group lead level or above. For more information, call Nell Clemmons at 544-7845 or see "Inside Marshall."

Annual ski week is Feb. 5-12 at Park City Resort

The 14th Annual NASA Ski Week will be Feb. 5-12, at Park City Resort in Utah, near Salt Lake City. Skiers and riders from seven NASA centers will gather at this Olympic-sized, triple-resort-area for camaraderie and winter sports. All Marshall team members, retirees, spouses, and dependents are eligible to participate. For information, call Tom Dollman at 233-0705 or e-mail him at tom.dollman@nasa.gov. Use "NASA ski week" in the subject line.

Washington, D.C., bans cell phones by motorists

A new Washington, D.C., law bans motorists from using hand-held cell phones while driving. If ticketed, drivers could be fined \$100 and levied one point against their license. This law is effective July 1 and applies to all drivers in D.C., regardless of which city they reside.

International shipments must clear U.S. Customs Service

All international shipments to the Marshall Center must be cleared through the U.S. Customs Service, Huntsville Port of Entry. The Transportation and Logistics Engineering Group is the center's point of contact for the Customs Service and will make all customs clearances. For more information, call Nancy J. Spears at 544-7561 or see "Inside Marshall."

New form, address for NASA Safety Reporting System

NASA Headquarters has released a new form and mailing address for use with the NASA Safety Reporting System. The system is a way for Marshall and other Agency team members to report unsafe acts or concerns. The new mailing address is NSRS, P.O. Box 5826, Bethesda, MD 20824. An electronic form is available at <http://www.hq.nasa.gov/nsrs>.

MARS Tennis Club sets doubles tournament for July 10

The Mars Tennis Club will hold a doubles tournament starting at 8:30 a.m., July 10. Players will be matched with a doubles partner at the tournament. The event is open to MARS Tennis Club members only. For more information, call Ronda Moyers at 544-6809.

Classified Ads

Miscellaneous

- ★ 1940's school desk, unusual style, \$65. 837-1774
- ★ 1989 Mastercraft Tristar 190 open bow, 250 hours on engine, one-owner, \$8,500. 340-0422
- ★ Solid Oak desk w/6 drawers plus a lap drawer, \$75. 772-9805
- ★ Baby play pen/play yard by Regalo, includes bassinet and changing station, \$30. 784-5299
- ★ External CD burner, \$30. 828-6158
- ★ Pre-hung outside wood door w/windows, \$50; picture window, 8'x4.5', \$75; Almond cooktop, \$35; JennAir, \$50. 883-5168
- ★ Bowflex, all manuals and attachments included, \$800. 426-3203
- ★ Punching bag for boxing training, \$40; Green naugahyde recliner, \$30. 881-8674
- ★ Fine china, Royal Doulton "Andover", 36 pieces, new, \$800. 536-8692
- ★ 2000 Pontoon boat, 20', 90HP Mercury, set up for fishing, \$9,000. 931-937-6220
- ★ Admiral washer & dryer, white, \$250; Magic Chef refrigerator, almond, \$300; Kenmore refrigerator, almond, \$350. 726-8686
- ★ Epiphone Explorer electric guitar w/case, \$250. 722-9989
- ★ Sears Craftsman 36" turning lathe on stand w/faceplate. 859-1188
- ★ Sears Kenmore washer and dryer, large capacity, \$100 for both. 656-9009
- ★ Pro-Form 700 Cardio-Cross trainer, purchased 2003, \$250. 355-9651
- ★ Lexmark Z816 photo quality printer, new in box, \$80. 533-5942
- ★ Electric heater assembly, 10KW, new, P/N AAH10FBKAB, for Heil home heating system, \$75. 881-0656
- ★ Schecter Diamond Series electric guitar w/ bag & Marshall practice amp, \$385. 652-3809/ Dave
- ★ New Bomz cold air racing intake for 94-97 Honda Accord, \$50. 251-769-0813
- ★ Jars, canning pints w/rings and lids, \$5.50 per case of 12. 881-6040
- ★ Broyhill sofa, 90", gold chenille w/tapestry floral pillows, 2 yrs. old, \$250. 971-2773
- ★ Cougar-Claw brand tree stand, climbing type, \$40. 379-3606
- ★ Wagner 425 airless paint sprayer, power roller, 1/3HP electric motor, 50' hose, \$300. 882-2369
- ★ PT Cruiser Borla all-stainless exhaust system, lifetime warranty, \$350. 883-5543

- ★ 1977 Avion travel trailer, 27', \$3,800. 931-427-2059
- ★ Burley bicycle trailer, two kids or 100# cargo, \$75; Emerson 11" AC/DC color TV, \$45. 881-0533
- ★ Electric range, \$100. 852-5446
- ★ Nokia 3360 accessories: 8 faceplates, 9 keypads, battery, \$25. 738-3418
- ★ GE Profile washer/dryer set, 3.2 cu. ft. washer, 5.7 cu. ft. dryer, bisque, \$450. 533-5942
- ★ Memory foam pillows, \$20 ea., waterbed mattress, soft-side king w/accessories, \$50. 828-6213
- ★ Small refrigerator for office, white, \$75 firm. 828-5602
- ★ Moving boxes, 7-wardrobe, 130-3 cu. ft., mirror, picture and mattress, best offer. 961-9604
- ★ O'Neill wet suit, 3mm, \$150; Philips Magnavox Big Screen, 60", \$600. 259-5140
- ★ Motorola Accompli 009 wireless communicator, \$100; Giant Perigee 56cm road bike, accessories, \$200. 797-2668
- ★ Bunk bed, red tubular frame, full size on bottom, single on top, \$95. 430-6842
- ★ Ethan Allen bunk beds w/matching 4-drawer chest, \$450. 880-7305
- ★ Apollo 11 25th Anniversary wristwatch w/ case, 24K electroplated gold, leather band, unused, \$20. 303-3702
- ★ "Fire and Ice" by Thermos grill/cooler combination, portable, new in box, includes propane, \$115. 233-0705
- ★ 1996 Gulfstream Innsbruck travel trailer, 26', \$6,500. 256-586-1130
- ★ Pool table, 4x8, 3-piece 1" slate, all accessories, lifetime warranty, recovered in felt, delivery, \$900. 652-9623

Vehicles

- ★ 1975 Chevy 1-ton, new 12' bed, new tires, wheels, drive train, completely rebuilt, extras, \$4,500. 256-509-5340
- ★ 2000 VW Beetle, blue, diesel, 152K miles, 40mpg, sunroof, power, automatic, \$10,000. 464-6050
- ★ 1994 Jeep Grand Cherokee, 4x4, green, 200K miles, \$1,000. 830-1648
- ★ 2001 Dodge RAM 1500 Sport, quad-cab, 4x4, all-power, step/bed rails, bedliner, towing pkg., \$14,000. 859-0729
- ★ 1994 Toyota pickup, 4x4, \$4,500. 931-937-6518
- ★ 1995 Toyota Corolla, blue, manual, 77K miles, \$4,000. 256-890-2120

- ★ 1984 Corvette, red, V8, auto, full-power, CD player, 107K miles, \$5,000. 890-0134
- ★ 1997 Dodge Ram 1500 Sport, 4x4, black, V8, pw/pl, bedliner, 88K miles, \$8,700. 508-8495
- ★ 1990 Honda Accord, one-owner, garage kept, A/T, a/c, \$2,500. 882-6095
- ★ 2001 Toyota Corolla S, black, a/c, all-power, automatic, 97K miles, 39mpg highway, \$7,434. 256-426-2516
- ★ 2004 Saturn ION II, fully loaded, 5-speed, driven less than 100 miles, \$15,500 firm. 882-0947
- ★ 2000 Chevy Camaro, pw/pdl/ps, CD, V6, auto, t-tops, 42K miles, \$10,900. 256-232-4379
- ★ 1993 Mazda RX7, 81K miles, fully loaded, black w/tan leather, \$11,000. 881-5297
- ★ 1994 Dodge Caravan, white, single owner, 3.0L/V6, auto, 134K miles, \$2,350. 256-457-5134
- ★ 1997 Jeep Grand Cherokee Laredo, maroon, 2wd, 106K miles, new tires, \$5,000. 216-5873
- ★ 1990 Nissan Pathfinder 4x4, original-owner, 5-speed, air, cassette, 17K miles, new timing belt, etc., \$3,000. 655-5326
- ★ 2000 Volvo S70, pearl, sunroof, good tires, 102K miles. 891-1073
- ★ 2000 Oldsmobile Alero GL, 2-door coupe, lt. blue, all-power, AT/AC, ABS, 57K miles, \$7,495. 828-5550

Wanted

- ★ Sportbike, 800 Series or better, any make (Honda, Yamaha, Kawasaki, etc. 256-990-1626
- ★ Crash test dummy or mannequin for official ED42 research, government property is authorized. 961-0165
- ★ Mini-van or car to be donated or purchased for a needy family. 325-6000

Lost

- ★ Diamond ring, Monday, Building 4201, women's bathroom, 6th floor. 544-6834/479-0503

Free

- ★ Composted horse manure for your garden, North of Ardmore. 931-732-5112
- ★ Six mixed Australian Shepherd puppies, born May 23. 256-881-0438

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